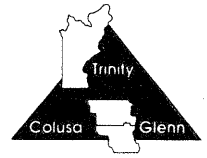




GLENN COUNTY HUMAN RESOURCE AGENCY HRA



☐ **SOCIAL SERVICES
DIVISION**
P.O. Box 611
420 E. Laurel St.
Willows, CA 95988
(530) 934-6514

KIM W. GAGHAGEN
DIRECTOR

☐ **COMMUNITY ACTION
DIVISION**
420 E. Laurel St.
Willows, CA 95988
(530) 934-6510

Eleanor Jones
California Department of Social Services
744 P Street
Mail Station 3-90
Sacramento, CA 95814

September 27, 2004

Dear Ms. Jones:


Please find enclosed the Glenn County SIP. The passage of Assembly Bill 636 – Child Welfare System Improvement and Accountability Act of 2001- requires each county to complete both a Self-Assessment of current practice and develop a System Improvement Plan (SIP) to show how each county will improve its' current practice. This law marks a significant and positive change in how our Social Workers interact with the children and families of Glenn County.

The Glenn County Human Resource Agency (HRA) has worked diligently with our Probation Department and our numerous other governmental and non-profit partners in developing and completing the System Improvement Plan (SIP). The HRA along with our various partners are strongly committed to ensuring that we are protecting the children in our care, our families are being strengthened and our Foster Youth are provided with the necessary supports to succeed as adults as they transition out of Foster Care.

As Glenn County moves forward with the implementation of our SIP, we expect to see outcomes that will empirically verify that our children are indeed safer, families are indeed stronger and our Foster Youth are indeed ready and able to take their place as successful adults in our society.

If you should have any questions regarding any of our SIP documents you may contact Robyn Krause, Chief Deputy Director, (530) 934- 1431, or email rkrause@hra.co.glenn.ca.us

Respectfully,


Kim W. Gaghagen
Director
Human Resource Agency

☐ **SOUTH COUNTY FACILITY LOCATION**
420 E. Laurel Street
Willows, CA 95988

TOLL FREE 1-800-287-8711

☐ **NORTH COUNTY FACILITY LOCATION**
604 East Walker Street, Suite A
Orland, CA 95963



**GLENN COUNTY
BOARD OF SUPERVISORS**

Courthouse, 526 West Sycamore Street
P. O. Box 391
Willows, California 95988
530-934-6400 FAX 530-934-6419
e-mail: gcboard@countyofglenn.net
web site: www.countyofglenn.net

Tom McGowan District 1
Gary Freeman, (Chairman) District 2
Forrest Sprague, District 3
Denny Bungarz, District 4
Keith Hansen, District 5
Vince Minto, County Clerk

The following Minute Order of the Board of Supervisors is being sent to you for information or possible action. If you have any questions concerning this matter, please call the Board's office.

Minute Order of the Board of Supervisors
September 21, 2004 Regular Meeting
County of Glenn, State of California

12. **Glenn County System Improvement Plan (SIP) Certification**

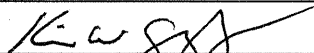
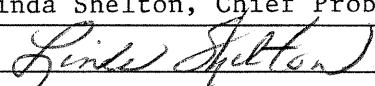
Matter: Recommendation of Human Resource Agency Director Kim Gaghagen to certify that the process used to develop the Glenn County System Improvement Plan (SIP) was collaborative in nature and meets the intent of AB636 - the Child Welfare System Improvement and Accountability Act of 2001.

Motion/Second: Supervisor Bungarz/Supervisor McGowan

Order: Approve the aforesaid matter

Vote: Unanimous.

SIP Cover Sheet

California's Child and Family Services Review System Improvement Plan	
County:	Glenn County
Responsible County Child Welfare Agency:	Human Resource Agency
Period of Plan:	October 1, 2004 - September 30, 2005
Period of Outcomes Data:	(1) Quarter ending June 30, 2003
Date Submitted:	September 21, 2004 (2)
County Contact Person for County System Improvement Plan	
Name:	Robyn Krause
Title:	Chief Deputy Director
Address:	PO Box 611 Willows, CA 95988
Phone/Email	(530) 934-1431/ rkrause@hra.co.glenn.ca.us
Submitted by each agency for the children under its care	
Submitted by:	County Child Welfare Agency Director (Lead Agency)
Name:	Kim W. Gaghen, Director
Signature:	
Submitted by:	
County Chief Probation Officer	
Name:	Linda Shelton, Chief Probation Officer
Signature:	

**Glenn County
California's Child and Family Services Review
System Improvement Plan
September 2004**

1. Local Planning Bodies

Many local stakeholders and agency partners participated in the Glenn County Self-Assessment process. Those same planning bodies, with the addition of some new participants, have provided input in the System Improvement Plan (SIP).

The process of acquiring input for the SIP began much earlier than the completion of the Self-Assessment in June 2004. The Section V of the Self-Assessment (Summary Assessment) confirmed the areas where improvement is needed in the Glenn County system of care for children and youth. Child Welfare Services (CWS) supervisors and administrators have initiated in-depth discussions regarding system improvement from the onset of the CWS Redesign as presented by the California Stakeholders. During the three years that the sixty California Stakeholders were meeting, Glenn County CWS administrators were engaging in conversations about current practices and strategies to improve outcomes for the children and families in the county. The Glenn County CWS director, Kim Gaghagen, was one of the sixty state stakeholders involved in the review of CWS in California and the resulting recommendations for systemic changes.

A list of the participating stakeholder agencies is included as "Attachment A". Other participants included the local Foster Parent association, and consumers of service (former/current foster youth and parents).

2. Findings That Support Qualitative Change

Focus Groups

A total of five focus groups were conducted in the community for purposes of assessment and qualitative analysis of customer service, service delivery, resource availability, and other CWS practices. The groups targeted the three primary communities within Glenn County; Orland, Willows, and Hamilton City.

Former and current CWS parent consumers comprised another focus group that was held at the Discovery House, a perinatal program for substance abusing mothers, in Orland. Invitations to this focus group included any CWS consumer from the county. The location was selected with the specific purpose of providing a safe, comfortable environment for parents to speak freely. That objective was achieved.

The last focus group that was conducted was with current foster youth from both Glenn County and out-of-county youth placed in Glenn County. The focus group was included in the regularly scheduled ILP/CYC meeting at the Orland Family Resource Center. Their feedback was very valuable in assessing current CWS practices and out-of-home placement issues.

Summary of Focus Group Responses

The agenda was the same for each focus group and each facilitated by Nancy Callahan, Ph.D. Ms. Callahan is also the contracted consultant with Glenn County Children's System of Care/SAMHSA as the program evaluator. A summary of the comments follows.

What Does Not Need Improvement in CWS:

- ◆ CPS does not remove “kids” from foster care too soon
- ◆ Foster parents keep to the rules and require families to follow the rules
- ◆ Everyone works together
- ◆ (CPS) People are real
- ◆ Agencies trying to connect services for kids
- ◆ The judge has read the records and is informed
- ◆ Someone is available to listen
- ◆ Community services are working together
- ◆ Like having siblings with me in foster care
- ◆ CPS investigates before they remove the child
- ◆ CPS is educating the community

What Needs to Improve in CWS:

- Foster parents should not be able to give 7 day notice without mediation first
- Foster youth need to be able to talk more often to their social worker and have more privacy
- Foster child stigma
- Should be harder to become a foster parent
- Foster youth should be able to “rate” the foster parents
- Changing schools without transcripts
- Foster homes feel like punishment Foster parents need more education, including working with birth families
- Foster youth over 13 should have more freedom
- Not enough foster homes
- Foster parents are not assigned an attorney in juvenile court
- Attorneys do not talk often enough to foster youth
- Process of placing children with relatives should be faster
- Birth family needs to spend more time with the foster family to see how a “normal family” functions
- Need parent advocates in CPS
- Social workers need more time to spend working with the families
- More help is needed in understanding the court process, terminology, etc.
- Longer transition period needed when children return home
- Need crisis foster home beds
- Foster families need more supportive services

Other Collection Methods

Discussions with service providers have been continuous since we began the self-assessment process. The initial formal meeting with service providers was with the Glenn County Children’s Interagency Coordinating Council (CICC); the SB 997 mandated council. The SB 636 Self Assessment and System Improvement Plan have been standing agenda items for these monthly meetings. CICC membership includes broad representation from agencies, community-based organizations, and parents.

Information is gathered for the purpose of self-assessment and system improvement at other opportune times when service providers meet formally or informally. All opportunities are used for brainstorming and problem solving to improve outcomes for children and families in the county that require the services of CWS or the Glenn County Probation Department.

CWS parents have been informally interviewed both by telephone and in person to obtain their perspectives on the delivery of CWS services in Glenn County. No formal survey documents were used in this process. This strategy was used for a variety of reasons. It

gave parent consumers an opportunity to have their concerns heard in private. Not only did we want parent consumer opinions about service delivery, but also we wanted to convey to the parent that Glenn County is in the process of implementing significant changes in the way child welfare services have been traditionally delivered. The process left parents feeling more supported and empowered merely by the discussions.

The Glenn County Foster Parent Association members have provided significant feedback about the delivery of CWS services. They are also anxious to be vital participants in system improvements related to recruitment, support, and training of foster parents in the county.

CWS supervisors and social work staff have been consulted regarding CWS/CMS data entry practices in Glenn County. Other CWS/CMS and data experts have been consulted in this process to better understand the Quarterly Data Outcome reports for the county and State. The CWDA Northern Children's Regional and Northern CWS/CMS User's Group members discuss related topics each month at their meetings to share information to assist in improving the integrity of the CWS/CMS data. The relationship between data entry practices and the data reports is under constant scrutiny.

Quarterly Data Reports

The first Quarterly Data Report that was received was for 2002 data. The intent was for this information to be utilized as a baseline for measuring improvements in the federal and state outcomes as required by AB 636. The county quarterly data reports will be reviewed by the newly forming Quality Assurance Team to assess for improvements in the outcomes and goals. Practice changes will be implemented as indicated by the analysis of the data. Data will guide targeted program changes. The shift from process-measured compliance to that of outcome-based reviews expands responsibility and accountability from CWS alone to the interagency partners and the community as well.

Findings from Parents, Foster Parents and Service Providers Integrated Into SIP

Outcomes #1 and #2: Service providers universally stressed the need for additional funding for prevention and intervention services. The lack of community resources has contributed to the recurrence of maltreatment in homes. CWS staff confirm the limited resources, particularly in areas such as drug and alcohol services. Standardized assessments and services to families would help keep children maintained safely in their own homes.

The Probation Department has suffered deep funding cuts in the current fiscal year, (2004-2005) that will impact their ability to provide services outside of the traditional CWS arena.

Resources for such things as recreation programs are needed to involve youth in positive after school and weekend activities. Glenn County is in tremendous need of alcohol and drug services for adolescents, as well as adults. Residential drug and alcohol services are severely limited due to the cost of providing such services. Mental health services for foster youth placed out-of-county is an increasing problem due to the managed care issues.

Outcomes #3 and # 4: The importance of preserving family and community relationships was a common response among parents, foster parents, and service providers. Out-of-county placements result in fewer family visits, transportation difficulties and costs for the parents, the child's separation from community and school, and an intensified sense of loss for all family members.

More in-county foster homes are necessary to maintain children in their own communities. Bi-cultural foster homes are needed to meet the different cultural needs of the children. Recruitment efforts need to be emphasized in certain geographic areas of the county.

As of this writing, the Probation Department has four youth in out-of-home (and out-of-county placements). This is a dramatic decrease over the last year. The Glenn County Children's System of Care has been the primary reason Probation out-of-home placements have decreased.

Increased efforts are needed by staff working with the families to find appropriate non-related extended family members (NREFMs) for placements. Many children requiring out-of-home placement have significant relationships with community members, such as teachers, ministers, and neighbors, but those resources are not adequately explored.

Glenn County data indicates a low percentage of initial placements with relatives. In discussion with parents, relative placements are not always their placement of choice for a variety of reasons. Primary comments were that relative placements at times interfere with Family Reunification efforts.

Other Findings Integrated Into SIP

Data entry practices affect all outcomes captured by data reports. Timely entry of data and accuracy of data will be monitored by CWS supervisors, program manager, and the Quality Assurance (QA) Team. The QA team members will be identified and the system implemented to improve the desired outcomes.

The Probation Department does not have the benefit of the CWS/CMS database. Data pertaining to Probation foster youth is not captured except through the SOC 158 that is submitted to CDSS when a Probation foster youth enters placement, changes placements, or ends placement. Other data is not captured in a useful way for determining outcomes and measuring improvements.

3. Section V of the Self-Assessment (Summary Assessment) is included as Attachment B.

Outcome/Systemic Factor:

Outcome 1: Children are, first and foremost, protected from abuse and neglect.

County's Current Performance: Children who are placed in foster care by Glenn County have not experienced abuse or neglect while in substitute care.

Data indicates, however, that children who remain in their homes after a report of abuse or neglect experience a higher instance of recurrence of maltreatment (15.9%) as compared to the remainder of the state (11.2%). The fact that children who had their **first** substantiated referral during the report period had a lower rate of recurrence may be an indicator that system changes to encourage early intervention are indeed resulting in better services to families.

The recently completed "Self-Assessment" confirmed that prevention and intervention services outside of the traditional "CPS" or "Probation" services are lacking in Glenn County. The local Children's System of Care (CSOC) program has had a significant impact on the services provided to traditional CWS families, and has helped in decreasing the number of Probation supervised youth placed in group homes from 12 to 3 in the last 12 months. Through Federal SAMHSA funding, the CSOC has expanded tremendously in recent months. However, the program is at capacity, and the loss of State SOC funding will impact the program's ability to accept new families.

Many of the families that receive CWS attention decline ongoing services. This may be due, in part, to the lack of "family friendly" services in the county. Also contributing is the fact that the traditional "CPS" services have been viewed by many to be adversarial in nature. Current efforts to move to a "strength based approach" have shown promise.

Improvement Goal 1.0 Reduce the rate of recurrence of a substantiated allegation within six months of the first maltreatment in those cases in which there was a substantiated allegation by 5%.

Strategy 1. 1 Insure that CWS staff and partners have up to date information on available family resources.			Strategy Rationale Although community partnerships are strong, there is sometimes a lack of knowledge as to the current availability of services/resources available to families, especially at the Social Worker level. Insuring that the staff is knowledgeable will improve services to families.		
Milestone	1.1.1 Provide updated resource information to all CWS staff.	Timeframe	Monthly beginning October 2004.	Assigned to	CICC Coordinator and CWS Supervisors
	1.1.2 Provide updated resource information to CWS partners and other interested persons through the CICC meetings and website.		Monthly beginning January 2005.		CICC Coordinator
Strategy 1. 2 Implement family engagement strategies that include all appropriate family members, their identified support system, and service providers.			Strategy Rationale ¹ The county has a strong interagency collaborative that functions well. Parents and family members must become part of this team in order to insure that their needs are being heard and met in a collaborative fashion. By encouraging families to identify those who support them, and engaging them in the process, they are more likely to succeed without CWS intervention.		
Milestone	1.2.1 Develop a protocol for team decision-making and other family team meetings for all CWS cases.	Timeframe	December 31, 2005	Assigned to	CWS Program Manager and Family to Family County Team Members
	1.2.2 Appropriate training for skill building in family engagement techniques will be completed by all CWS staff.		April 30, 2005		CWS Program Manager/Northern Region Training Academy (UCD)

¹ Describe how the strategies will build on progress and improve this outcome or systemic factor

	1.2.3 All Family Maintenance cases will have a team/family meeting no later than 15 days after the case is opened.		July 1, 2005		CWS Staff and Supervisors
Strategy 1.3 Identify, explore and expand funding opportunities within the county to expand services available to families.			Strategy Rationale A lack of fiscal resources is the primary factor in the lack of preventative/early intervention programs available to residents of the county. New or expanded funding would assist in expanding services to insure the success of families without the need for intervention from CWS.		
Milestone	1.3.1 Complete service gap analysis	Timeframe	October 31, 2004	Assigned to	CICC Coordinator
	1.3.2 Engage and educate possible community partners, including the faith community		January 31, 2005		CICC Coordinator
	1.3.3				
Discuss changes in identified systemic factors needed to further support the improvement goals. 1. The CWS/CMS system does not support an “unsubstantiated” allegation becoming an open Voluntary Family Maintenance case. This is a significant design issue that contributes to the misleading high substantiated referral data. A family may request services and not have a substantiated allegation, but the CWS/CMS system will not allow a Voluntary Family Maintenance case be opened otherwise.					
Describe educational/training needs (including technical assistance) to achieve the improvement goals. 1. CWS and Probation staff will need continuous training about available resources and services within the community. 2. There is a need to train all CWS staff on the delivery of “family engagement” techniques.					

Identify roles of the other partners in achieving the improvement goals.

1. Partners within the community will be responsive to referrals from CWS to the extent of their service capacity.
2. Partners have agreed to provide updates on services at the CICC meetings and in writing to insure timely, accurate information. The CICC also operates a strong email network to insure the timely distribution of information.
3. Children's Interagency Coordinating Council (CICC) will review funding opportunities and seek support of other partners in pursuing grants and other funding.
4. Partners acknowledge the limited resources and services within the community for families and pledge their support to build capacity.

Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.

1. The Department of Justice and CDSS must successfully resolve the issues regarding allegations. CWS is currently a system built on substantiated, unsubstantiated, and inconclusive allegations. Regulatory and statutory changes are necessary to move CWS from the traditional emergency response dispositions to a system that engages families rather than "indicts" them by the terminology by itself.

Outcome/Systemic Factor:

Outcome 4: The family relationships and connections of children served by the CWS will be preserved as appropriate.

County's Current Performance: The inadequate number of foster homes in Glenn County poses a barrier for both CWS and Probation children requiring out of home placement. Capacity is limited and larger sibling groups cannot be placed together. Children are removed from their schools and neighborhoods due to lack of foster home placements in their community. The placement of children in out of county foster homes impacts family and community relationships. There are fiscal impacts for both the agencies and the families when children cannot be placed within the county. Children are sometimes placed in higher levels of care, such as Foster Family Agency certified homes, when a less restrictive setting would be appropriate if those placements existed within the county.

The extensive Latino population dictates that bilingual Spanish homes be available within the county. Bicultural foster homes are extremely limited; there is not currently an American Indian or a Hmong foster home in Glenn County.

Second quarter 2003 data indicates that 8.1% of initial CWS placements are with relatives. Although the percentages rise with the primary placement, placing children with relatives or non-related extended family members (NREFM) helps to insure that their connections with family and community continue.

Improvement Goal 1.0 Increase the number of licensed foster homes within Glenn County by 50%.

Strategy 1.1 Adopt new methods of recruitment that will target culturally appropriate homes.

Strategy Rationale² Traditionally, recruitment in the county has been done through advertising and public events. In order to expand the pool of available homes, it is imperative that these efforts are expanded and that new methods of recruitment are developed to insure that target populations are reached.

Milestone	1.1.1 Meet with community leaders to identify events and media that target the desired populations.	Timeframe	December 1, 2004	Assigned to	Licensing Supervisor
	1.1.2 Develop culturally appropriate materials for distribution.		March 1, 2005		Licensing Supervisor
	1.1.3 The AmeriCorps program will be implemented in Glenn County and one member will be assigned to foster parent recruitment and support activities.		February 2005		SSD Deputy Director

² Describe how the strategies will build on progress and improve this outcome or systemic factor

Improvement Goal 2.0 Relative and Non-Related Extended Family Member (NREFM) placements will be increased by 10%.					
Strategy 2.1 Develop protocols to insure that relatives and NREFMs are identified for each family during the initial stages of engagement.			Strategy Rationale If relatives and NREFMs have been identified by the family during initial contacts and/or family engagement meetings, they can be “approved” for placement		
Milestone	2.1.1 Emergency placement procedures and protocols for relatives and NREFMs will be reviewed and modified, as necessary	Timeframe	January 31, 2005	Assigned to	CWS Program Manager and CWS Supervisors
	2.1.2 A more comprehensive protocol will be developed for identifying and locating potential relative caretakers during the initial court proceedings.		March 31, 2005		CWS Supervisors and Court Social Workers
Strategy 2.2 Develop a public awareness campaign that target family and non-related extended family members as providers of care.			Strategy Rationale Although “foster parenting” is often seen as a daunting task, many times relatives and other key support people are willing to take in a specific child for care. Raising the awareness of the community should lead to a higher instance of relatives and NREFMs as care providers.		
Milestone	2.2.1 Present information on relative and NREFM caretakers to CICC to raise awareness of service providers.	Timeframe	January 31, 2005	Assigned to	CWS Program Manager/Licensing Supervisor
	2.2.2. Add relative and NREFM to Foster Care recruitment materials.		January 31, 2005		Licensing Supervisor and Licensing SW
	2.2.3 Work with the CWDA Public Awareness and Education committee to gather/develop materials that will target relatives and NREFMs		September 30, 2005		HRA Administrative Deputy

Improvement Goal 3.0 Improve the retention of Foster Parents (including relatives and NREFMs)

Strategy 3.1 CWS staff and community partners will engage in support efforts for county licensed foster parents, relatives and NREFM caretakers in Glenn County.

Strategy Rationale Foster parents are more likely to be retained if they have the support of the service providers. They are also more likely to be active participants in the child's life if they understand the system, and are included in reunification efforts with the family. Satisfied foster parents are the best recruiters and supporters for new foster parents.

Milestone	3.1.1 A six week foster parent and relative/NREFM caretaker support group will be Provided at least three times a calendar year.	Timeframe	Beginning October 1, 2004 and continuing.	Assigned to	Children's System of Care clinician and CWS LCSW
	3.1.2 Organize and schedule semi-annual recognition events for foster parents, relatives and NREFMs.		December 1, 2004		Licensing Supervisor and Licensing Social Worker
	3.1.3 Publicize recognition events.		Within 15 days of each event.		CICC Coordinator

Discuss changes in identified systemic factors needed to further support the improvement goals.

There will be changes in systemic factors related to procedures and protocols for relative/NREFM placements. CWS Social Workers and Probation placement staff must become more aggressive in locating appropriate placements to maintain the child in their own neighborhood, preserving family and other community relationships.

Describe educational/training needs (including technical assistance) to achieve the improvement goals.

Glenn County is in the process of implementing Family to Family. One of the key components of the initiative is the recruitment, training, and support of (resource) foster families. The Family to Family trainers are coordinating with the Northern Region Training Academy (UCD) to provide training to Glenn County and the other Cluster IV counties. Additional training from the Training Academy will be requested to deal with the anticipated cultural and philosophical adjustments that occur with such major initiatives.

Identify roles of the other partners in achieving the improvement goals.

Many partners have stepped forward in offering their assistance in the recruitment and support of foster parents. The Family Resource Center Parent Advisory Boards have pledged their support and are actively working on a community recruitment event with the financial support of the Glenn County First Five Commission. Local organizations, such as Rotary Clubs, have provided recruitment presentation opportunities for their club members. The Glenn County Foster Parent Association will begin their initial formal outreach efforts at the Glenn Community Resource Fair in October 2004. The CICC members have stated their support in achieving these improvement goals.

Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.

1. Licensing activities are under-funded in Glenn County.
2. The AB 2129 funding provided for foster parent recruitment and training is inadequate.
3. The AFDC-FC rate structure needs to be reviewed and modifications made to better meet the needs of the population of children represented in foster care. Rates are not sufficient to provide full "reimbursement" to foster parents for the care of children. There is minimal flexibility within the rate structure. The AFDC-FC rate structure has promoted the Foster Family Agency industry, yet quality of care and level of service is often inferior to the care provided in county licensed homes.
4. Relatives caring for children must meet the "same standards" for home approvals as foster homes, yet they are not compensated equally.
5. Other incentives, such as tax relief incentives, for county licensed foster parenting should be considered.
6. Children placed with relatives receiving CalWORKs are not eligible for continued MediCal between 18-21 years of age thus creating another situation of "disparity."

Outcome/Systemic Factor: Systemic Factor A: Management Information Systems (CWS/CMS)					
County's Current Performance: Data for the second quarter of 2003 indicated that Glenn County's performance in the area of Timely Social Worker Visits (2B) was 81%. The statewide data for the same time period was 85.8%. This is a process measure to determine if social workers are seeing the children on a monthly basis when that is a requirement. The measure based solely on data from the CWS/CMS. It is the belief of CWS staff that the Glenn County data represents data entry issues and not a true reflection of the actual social work practice. At the time of Glenn County's last on-site compliance review (September 2001), there was substantially higher (90%) compliance. That review included interviews with the social workers and used documents in the file to determine compliance. Data entry timeliness and accuracy in CWS/CMS fields is imperative for reliable and useful data quarterly reports on outcome measures.					
Improvement Goal 1.0 Improve timeliness of data entry by CWS staff.					
Strategy 1. 1 CWS supervisors will monitor caseloads once a month to insure that contact requirements have been met.			Strategy Rationale ³ Consistent monitoring of caseloads will insure that data entry problems are identified early.		
Milestone	1.1.1 CWS supervisors will develop a method for identifying and reviewing the monthly contact cases.	Timeframe	October 31, 2004	Assigned to	CWS Supervisors and Program Manager
	1.1.2 CWS supervisors and social workers will review each of their cases to ensure that contact requirements (i.e. monthly, quarterly, or semi-annual) are entered properly in CWS/CMS.		November 30, 2004 and ongoing		CWS Supervisors CWS Staff
	1.1.3 CWS staff will receive "refresher" training to insure consistent data entry into CWS/CMS.		November 15, 2004		CWS Program Manager UCD

³ Describe how the strategies will build on progress and improve this outcome or systemic factor

	1.1.4 CWS staff will enter data regarding social worker contacts in CWS/CMS within seven days of the contact.		November 30, 2004 and ongoing		CWS Staff CWS Supervisors
Improvement Goal 2.0 Monitor and improve the quality of the data in CWS/CMS.					
Strategy 2.1 Glenn County will develop a Quality Assurance Team to formally monitor data through Business Objects Reports and CWS/CMS Quarterly Data Reports to improve outcome measure.			Strategy Rationale Glenn County has not had a formal Quality Assurance team and data management issues indicate there is need to do so. The Quality Assurance Team will review data entry practices, data entry timeliness, data accuracy, and appropriate staff for particular data fields (i.e. placements, Health and Education Passport, Court).		
Milestone	2.1.1 Quality Assurance Team members will be identified and a Team Leader selected.	Timeframe	November 1, 2004	Assigned to	CWS Deputy Director and Program Manager
	2.1.2 The Quality Assurance Team will convene and begin their reviews.		December 1, 2004		Quality Assurance Team Leader
	2.1.3 The Quality Assurance Team will prepare and submit their initial findings to the Deputy Director and CWS Program Manager.		January 31, 2005		<u>Quality Assurance Team Leader</u>
	2.1.4 The Quality Assurance Team will present quarterly data to the Deputy Director and Program Manager.		Quarterly beginning April 1, 2005		Quality Assurance Team Leader

Discuss changes in identified systemic factors needed to further support the improvement goals.

The data management issues are the primary focus of this section of the SIP and they represent systemic factors.

Describe educational/training needs (including technical assistance) to achieve the improvement goals.

There are limited training needs in the area of data management that have not already been provided through the Northern Consortium Training Lab located in Orland. CWS supervisors and social workers have all received the All County Letter (December 2004) training through the Training Lab. Refresher training and training for new staff will be provided as needed. Division 31 training regarding social worker or probation officer/child contact requirements, purpose, and practice implications will be requested from the Northern Regional Training Academy (UCD) as those specific needs are identified.

Identify roles of the other partners in achieving the improvement goals.

Other counties will be contacted for brainstorming data management issues and possible solutions through the Northern Region CWDA Children's group and the Northern CWS/CMS User's Group.

Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.

No regulatory or statutory changes have been identified to support the accomplishment of these improvement goals.

Attachment A

Agency	Name	Title	Representing
California State Adoptions	Dan Katz	Adoptions Supervisor	Chico Regional Office
	Patti Conlin	Adoptions Social Worker	Chico Regional Office
Glenn County Human Resource Agency	Kim Gaghagen	Director	CWS/Welfare
	Robyn Krause	Chief Deputy Director	CWS/Welfare
	Chellie Gates	Program Manager	CWS
	Cheryl Harrison	CWS Supervisor	CWS
	Craig Cassetta	Social Worker	CWS
	Kristine Green	CWS Supervisor	CWS
	Becky Hansen	Program Manager	Welfare
	David Allee	Employment Services Manager	Welfare
	Cheryl Hagen	Deputy Director Community Action Division	CAP
	Christine Zoppi	Community Services Manager	CHAT/
Glenn County Probation Department	Linda Shelton	Chief Probation Officer	CWS/Domestic Violence Provider
	Brandon Thompson	Supervising Probation Officer	CWS/Domestic Violence Provider
	Michelle Peters	Probation Officer	CWS/Domestic Violence Provider
Glenn County Probation Department	Tricia McDonald	Program Specialist	Domestic Violence
Glenn County Health Services	Michael Cassetta	Director	Public Health/AOD/CSOC/Mental Health
	Cliff Hookins	Chief Deputy Director	Public Health/AOD/CSOC/Mental Health
	Cindy Biddle	Program Manager	Drug and Alcohol Programs
	Grinnell Norton	Program Manager	Public Health
	April Pack	Parent Advocate	Children's Systems of Care
	Kathy Montero	Program Manager	Children's Systems of Care
	Linda Villicana	Parent Advocate	Children's Systems of Care
Glenn County Office of Education	Joni Samples	Superintendent	LEA/SELPA
	Roy Applegate	Assistant Superintendent/SELPA Director	LEA/SELPA
Glenn County Sheriff's office	Bob Shadley	Sheriff	Law Enforcement
Glenn County Superior Court	Angus Saint-Evens	Juvenile Court Judge	Juvenile Court
	Donald Cole Byrd	Superior Court Judge	Superior

Attachment A

Agency	Name	Title	Representing
Grindstone Rancheria	Irene Mesa	Tribal Administrator	Local Tribes
Hamilton City Resource Center	Xochitl Jacobo	Parent	Parent Board
Orland Police Department	Bob Pasero	Chief	Law Enforcement
UPEC	Maggie Campbell		Labor
Willows Police Department	Rick Shipley	Chief	Law Enforcement
Glenn County Children's Interagency Coordinating Council	Domingo Aguilar	Coordinator	
Glenn County First Five	Tom Perdue	Executive Director	
North Valley Catholic Social Services	Sherrie Ataide	Program Manager/CICC Co-Chair	CAPC/Service Provider
Parent Education Network	Dana Campbell	Director	Service Provider

ATTACHMENT B
SUMMARY ASSESSMENT
GLENN COUNTY SELF ASSESSMENT
JUNE 2004

A. System Strengths and Areas Needing Improvement

Outcome 1: Children are, first and foremost, protected from abuse and neglect.

Strengths:

Children do not experience abuse or neglect when in foster care. Practices in the county support this outcome in that children who have been placed in care have close supervision by CWS staff. Training and support efforts for foster parents are being increased, which will also ensure continued success in this area.

Areas Needing Improvement:

The recurrence of maltreatment in homes tends to be slightly higher than the statewide average. A higher number of referrals and a lack of community resources may be contributing to the higher number of recurrences. As mentioned earlier in this report, children are entering the juvenile justice system at an earlier age and have serious mental and emotional issues. Mental Health services in the county are not readily available to all who require them and there are a limited number of resources outside of CWS that allow for intervention in the home.

The fact that children who had their *first* substantiated referral during the report period had a lower rate of recurrence may be an indicator that system changes to encourage early intervention are indeed resulting in better services to families.

The local Children's System of Care (CSOC) program has had a significant impact on the services provided to traditional CWS families and has helped in decreasing the number of Probation-supervised youth placed in group homes. Due to the award of federal SAMHSA funding, the CSOC has expanded tremendously in recent months. The expansion should assist in providing services to families and further decrease the number of recurrences of maltreatment.

Funding for prevention and early intervention programs would assist in expanding the capacity within the county. While the FRCs provide many supportive activities for families, the families must make the effort to utilize them. Home-visiting programs are very limited and would be of great benefit, especially in those areas of the county that are more remote.

Outcome Two: Children are safely maintained in their homes whenever possible and appropriate.

Strengths:

Glenn County does an excellent job of responding to referrals in a timely fashion. Immediate Response referrals were acted upon in a timely fashion 100% of the time in the most recent report period. Protocols insure that timely responses will continue.

Areas Needing Improvement:

There is a need to provide standard assessment and services to families in order to decrease the recurrence of abuse/neglect. As noted above, the development of more home-based services would likely decrease this number. The addition of a standardized assessment tool may also assist in decreasing the number of recurrences.

Data entry procedures need to be improved to ensure that social worker visits and exceptions are being recorded properly in the CWS/CMS. Additionally, protocols need to address the issue of travel as it relates to workload. The fact that the county is small, and has limited capacity for foster care placements, often leads to children being placed in areas that require the CWS staff to travel significant distances.

The current efforts to adopt the Family to Family model should assist in developing more foster placements within the county. Workers who are not required to travel have more time to work with families and to insure that data entry is done in a timely fashion.

This outcome will require further training of staff to ensure proper data entry practices and utilization of a standardized assessment tool. These training needs, and the development (or adoption) of the tool will be addressed in the county SIP. This is also an area in which PQCR may be of assistance.

Outcome Three: Children have permanency and stability in their living situations without increasing reentry into foster care.

Strengths:

This is an area of strength for the county. Children who are placed in foster care experience limited moves; the numbers of children needing group home placement is decreasing; those who reunify are not re-entering foster care; and the length of time to adoption is significantly faster than the statewide averages. These positive outcomes are due to the strong collaborative efforts of the various CWS agencies, as well as strong concurrent planning efforts.

Areas Needing Improvement:

Although children experience few moves, and are being reunited or moved to permanency at a good rate, it is important that efforts continue to be made to increase the number of foster placements in the county. Local placements help to ensure that children are proximate to their families are key to continued success in this area.

Outcome Four: The family relationships and connections of children served by the CWS will be preserved as appropriate.

Strength:

Approximately two-thirds of all out of home placements are centered in relative or foster family homes. Less than ten percent (10%) of the caseload is placed in group homes.

Areas Needing Improvement:

The greatest barrier Glenn County has in relation to this outcome is the lack of foster care placements in the county. Capacity is limited in homes and this often prevents placement of larger sibling groups together. This is a primary issue to be addressed in the SIP.

While few children are placed in group homes, relative homes are also under-represented in this outcome. In an effort to place children in the least restrictive environment, the SIP will address procedures for relative placements as well as recruitment and retention efforts used for relatives.

Recent efforts to establish protocols that ensure early identification of American Indian children and better working relationships with the tribes should insure that Indian children are placed within Indian homes, and with relatives whenever possible.

Recruitment efforts must include a component to address the need for culturally appropriate homes. Spanish speaking and American Indian homes are both needed to address the demographics of the caseload. In addition, although the number of Hmong children in the foster care system is very small and most are placed with relatives, there are currently no Hmong foster families in the county. Efforts will be made to conduct more foster parent recruitment among the county's Hmong families. The expected migration of Hmong refugees into the

county may ultimately bridge this gap as the county works to build a stronger relationship with this community.

Increased recruitment efforts by the state and training that is tailored to the needs of small counties would be of benefit. In addition, allocations for the licensing and retention functions are not adequate to cover the time necessary to complete these functions.

Outcome Eight: Youth emancipating from foster care are prepared to transition to adulthood.

Strengths:

Glenn County has a strong youth component that assists in moving foster youth into adulthood. In the past year, all of the children who were eligible for high school graduation received a diploma. All of them have moved into housing and are prepared to enter the local community college in the fall semester.

The collocation of ILP, CWS, and WIA Youth Employment staff has been instrumental in the development of teams to address the emancipation of foster youth. All youth are connected to the One-Stop employment center as part of ILP and many of them are able to gain work experience through paid placement in the Youth Employment Service (YES) program. As a result of these collaborative efforts, youth are able to establish a support system and receive services well beyond the time that they leave the foster care system.

B. Areas for Further Exploration through the PQCR.

PQCR could assist with the following efforts:

- Data Entry practices. More timely data entry is a critical factor in determining the compliance of the county with the desired outcomes. Practices that other counties have used to ensure timely data entry would be of assistance.
- Development of a Quality Assurance system. The county currently lacks a formal system. A more formal QA system paired with timely and accurate data entry would have a positive impact on the outcome measures.
- Recruitment and Retention of Foster Families. The unique challenges of recruitment in a small rural county are somewhat different than those of the larger counties. For instance, media coverage is very limited, and the cost of wide-spread recruitment campaigns is prohibitive with the available resources. The PQCR would be most beneficial if practices were shared from a similarly sized, rural county or area.

